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Thomas F. Tumblin

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CL616/DM811 Leading Change

Thomas F. Tumblin, Ph.D.

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Purpose:

Change inevitably comes, particularly when an organization experiences healthy growth. This course addresses dynamics including first and second order change, transition, innovation, chaordic systems and conflict. Emphasis will be given to the leader's roles as catalyst, coach and counselor at the individual, group, organizational and enterprise levels.

Objectives: Upon completion of this course the student will be able to:

1. Articulate the common objectives provided in the leadership orientation tutorial:
 - Demonstrate an understanding of the four classic organizational frames and contingency leadership.
 - Recognize selected organizational change processes and how to resolve the inherent conflict that accompanies change.
 - Practice the basic disciplines for personal leadership development and demonstrate a comprehension of key strategies for developing other servant leaders.
 - Use biblical and theological criteria for evaluating leadership style and practice.
2. Create a biblical and theological framework for discernment and redemptive change.
3. Understand individual and organizational change dynamics.
4. Be able to identify and design change strategies for multiple types of organizations.
5. Identify a personal change agent model with the commensurate conflict resolution tools.

Required Reading:

Deep Change: Discovering the Leader Within by Robert E. Quinn (San Francisco: Jossey-Bass Publishers, 1996), 236 pages. (ISBN: 0787902446)

Diffusion of Innovations, 5th ed. by Everett M. Rogers (New York: The Free Press, 2003), 512 pages. (ISBN: 0743222091)

Leading Change by John P. Kotter (Boston: Harvard Business School Press, 1996), 187 pages. (ISBN: 0875847471)

Leading Congregational Change by Jim Herrington, et al. (San Francisco: Jossey-Bass Publishers, 2000), 240 pages. (ISBN: 0787947652)

Managing Transitions: Making the Most of Change, 2nd ed. by William Bridges (New York: Perseus Publishing, 2003), 144 pages. (ISBN: 0738208248)

Tempered Radicals: How Everyday Leaders Inspire Change at Work by Debra E. Meyerson (Boston: Harvard Business School Press, 2003), 256 pages. (ISBN: 1591393256)

[Masters students read either Quinn or Kotter. Doctoral participants read all required texts plus at least three books selected from the bibliography below.]

Suggested Resources:

Beleaguered Rulers: The Public Obligation of the Professional by William F. May (Louisville: Westminster John Knox Press, 2001), 286 pages.

Change the World by Robert E. Quinn (San Francisco: Jossey-Bass Publishers, 2000), 272 pages.

Creating the Innovation Culture by Frances Horibe (NY: John Wiley and Sons, 2001), 253 pages.

Execution: The Discipline of Getting Things Done by Larry Bossidy and Ram Charan (New York: Crown Business, 2002), 278 pages.

Hit the Bullseye: How Denominations Can Aim the Congregation at the Mission Field by Paul D. Borden (Nashville: Abingdon, 2003), 144 pages.

How to Change Your Church (Without Killing It) by Jim Mellado, et al. (Waco, TX: Word Publishing, 2000) 200 pages.

How Your Church Family Works by Peter L. Steinke (Chicago: Alban Institute, 1993), 128 pages. [Adaptation of Bowen Friedman]

Leading for Innovation and Organizing for Results ed. by Frances Hesselbein et al. (San Francisco: Jossey-Bass Publishers, 2002), 300 pages.

Managing Corporate Lifecycles, Rev'd. Ed. by Ichak Adizes (NY: Prentice Hall Press, 1999), 460 pages.

Mastering Self Leadership by Charles Manz and Christopher Neck (New York: Prentice Hall, 2004), 176 pages.

Strategies for Change by Lyle Schaller (Nashville: Abingdon, 1993), 128 pages.

The Heart of Change by John P. Kotter and Dan S. Cohen (Boston: Harvard Business School Press, 2002), 190 pages.

The Leader's Journey by Jim Herrington, et al. (San Francisco: Jossey-Bass Publishers, 2003), 193 pages.

The Web of Women's Leadership by Susan Wilhauck, et al. (Nashville: Abingdon Publishing, 2001), 174 pages.

Assignments: (all to be submitted electronically)

1. Using two OT texts and two NT texts, outline your biblical understanding of change. For example, what do the lives and ministries of the prophets tell us about change agency? Write a five page, double-spaced summary of your findings. This paper, due Monday morning 8/16, will be used for Group Project #1 which will be due by midnight that day.
2. Using the assigned case study, analyze the change and innovations dynamics at work at Global World Mission Ministries (GWMM). Who are the stakeholders? What are the change dynamics? What are the perceived risks and benefits? Write a ten page description of your findings. Due 5 p.m. Friday 8/20.
3. As a team of five, interview a church or para-church to understand a recent change initiative they have experienced. How did they identify the need for change, determine a change strategy to follow and manage the consequences of their decisions? What are the contrasts between divine direction and reason (natural and supernatural leadings)? What roles did the change agents play and what did they communicate during the change process? What emotional dynamics can you identify? How well was the change embedded in the organization? Interviews should be conducted Wednesday morning 8/18. The information gathered from the interviews will be processed and then presented to the class on either Thursday afternoon 8/19 or Friday morning 8/20.
4. Masters: Write a 10-15 page final paper integrating the course material to describe your personal change style. What is your theology of change? What models are viable and in what types of situations? What modes of change agency would you embrace in a change situation? It might be helpful to recount a change experience to apply the material, possibly describing what you did then and how you might lead differently now. Paper due by 5 p.m. Monday 8/23.

Doctoral: Do change analysis of your current context in two ways. Unpack a recent change situation and describe what happened theologically as well as using corporate change theory. Then outline a current change strategy you are

experiencing and how you will lead through it. Include personal change dynamics along with the other levels of change. (20-25 pages)

Grading:

Course interaction, including interview presentations – 30% of grade

Biblical Change Paper (5 pages) – 20% of grade

Case Study Analysis (10 pages) – 20% of grade

Final Paper – (10-15 pages) – 30% of grade

Grading will be based on the criteria found in the ATS Catalog as revised by the Faculty in 12/00. Grade increments (+/-) fall within the standards below.

A = Exceptional work: surpassing, markedly outstanding achievement of course objectives

B = Good work: strong, significant achievement of course objectives

C = Acceptable work: basic, essential achievement of course objectives

D = Marginal work: inadequate, minimal achievement of course objectives

F = Unacceptable work: failure to achieve course objectives

Rubric for Papers:

Exceptional: Clear, precise and creative writing that interacts both with the course material and outside sources (ten or more outside citations) and experiences. Shows unusual integration and application of the course to one's own development. Adheres to Slade's guidelines for form and style. Outstanding model of theological reflection and critical thinking.

Good: Strong writing that interacts with the course material and draws upon life experiences. Show genuine points of application of the course to one's own development with some use of outside sources. Strong form and style. Impressive theological reflection and critical thinking.

Acceptable: Average writing that interacts with the course material and occasional links to life experiences. Few, if any, outside sources. Little application to one's own development. Generally consistent form and style. Moderate theological reflection and critical thinking.

Module	Topic	Reading	Assignments
1	A Theology of Change and Change Agency	<i>Leading Congregational Change</i>	Biblical Change Paper
2	Introduction to Innovation	<i>Diffusion of Innovations</i>	
3	Adoption Strategies		Case Study Analysis
4	Emotional Dynamics	<i>Managing Transitions</i>	
5	Corporate Change Strategies	<i>Leading Change</i>	Church or para-church Interview
6	Personal Change	<i>Deep Change</i>	Final Paper

The schedule is based on about forty contact hours. Therefore, we will use the lunch times and evenings to help work through the course content. I will be available to meet with two groups each lunch time in the cafeteria Monday through Thursday. The group work is spread throughout the week.

Leading Change Tentative Schedule

	Monday 8/16	Tuesday 8/17	Wednesday 8/18	Thursday 8/19	Friday 8/20
8:30-10:30	Devotions & Overview	Devotions & Adoption Strategies	Group Project #3	Devotions & Personal Change	Devotions & Presentations
10:30-10:45	Break	Break	Group Project #3	Break	Break
10:45-Noon	Theology of Change	Emotional Dynamics	Group Project #3	Personal Change	Presentations & Course Evaluation

Noon-1:00	Lunch Chats	Lunch Chats	Lunch Chats	<i>Lunch Chats</i>	
1:30-3:00	Intro to Innovation	Corporate Change Strategies	Finish Corporate Change	Presentations	
3:00-3:15	Break	Break	Break	Break	
3:15-4:30	Group Project #1	Findlay District Case	SLI Case	Presentations	
Supper or 7:00-9:00	Group Project #1	Group Project #2	The Rock UMC	Group Project #3	

Group Project #1: Using the biblical/theological papers you wrote in preparation for the class, create a concise guide entitled “A Practical Theology of Change.” This should take the shape of a 2-4 page document (one per group) that is forwarded to Tom T. by midnight Monday. They will be forwarded to everyone early Tuesday morning.

Group Project #2: Confer on GWMM Case to identify key issues and sources. Then, as you write your individual paper, add a note at the end of the 10 page paper indicating what contributions the group provided to help shape your work.

Group Project #3: Church/para-church interview and presentation preparation. Do the research, analyze the data, draw conclusions and create a 15-20 minute powerpoint or other multi-media presentation. Assume there will be questions to address at the end of the presentation. We will do five group presentations Thursday afternoon and three Friday morning.